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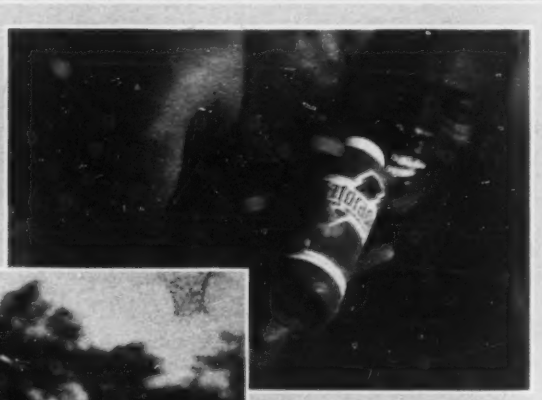
Jordan stars for Gatorade



Quaker Oats Co. last week officially announced that it bagged the biggest name in sports endorsements, Michael Jordan, as worldwide spokesman for Gatorade. TV spots and a print ad featuring the Chicago Bulls star broke late last week. Bayer Bess Vanderwarker, Chicago, handles the ads, which say, "Be like Mike. Drink Gatorade." *(See Bob Garfield's Ad Review on Page 36.)*

P&G launches new-product war

Toothbrush test leads U.S. sales effort

By Jennifer Lawrence

Procter & Gamble Co., anxious to invigorate its U.S. business, is waging its most aggressive new-product assault in recent history.

The marketer is entering the U.S. toothbrush category for the first time and launching new attacks in diapers and detergents.

This fall, the company will test a toothbrush called Crest Complete. The product will enter three Texas markets—Houston, San Antonio and Austin—with TV support from Leo Burnett USA, Chicago.

By entering the $420 million toothbrush category, P&G takes on No. 1 Oral-B from Gillette Co., No. 2 Colgate and No. 3 Reach from Johnson & Johnson, all big advertisers.

prised analysts, but it reflects P&G's commitment to new-product initiatives, which the company said last week were greater than in "any period in recent history."

P&G is banking on the toothbrush's unique rippled bristles designed to get farther between teeth than flat bristles. The patented manufacturing process and bristle design will be the backbone of the product's positioning.

TV commercials for Crest Complete will carry a theme similar to "Teeth aren't flat, so why is your brush?" Advertising is likely to start in September in San Antonio and Houston.

A different 30-second commercial has been airing in Austin with a tag for a 900 phone number for consumers to get a free sample. The product will appear on

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Turner tunes in to direct mail

By Alison Fahey

Turner Broadcasting System is muscling in on the promotional direct mail business to distribute product samples, coupons and other offers from marketers to viewers.

"Turner Sample Pack" will be priced to compete with free standing inserts and promoted with Turner's four national cable networks—Cable News Network, Headline News, TBS and Turner Network Television.

Commercials airing on those networks will invite viewers to call a toll-free number to order the free sample pack, which will contain a variety of product samples, coupons, recipe booklets, brochures and videocassettes.

The packs will also contain Turner promotional material like cable viewing guides and promotional offers from the company's home video and pub-

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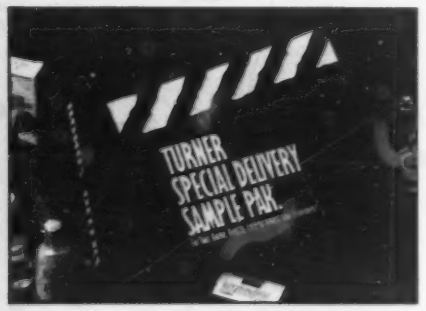

TBS' program, now called "Turner Sample Pack," will compete with FSIs.

BK picks Mickey

Disney promotion leaves McDonald's out

By Scott Hume and Cleveland Horton

Burger King Corp. has crowned its strategy of linking with well-known brands by signing a promotional deal with Walt Disney Co., a longtime partner of rival McDonald's Corp.

The alliance starts its first promotion in November. That six-week holiday effort will be tied to the release of Disney's new animated feature "Beauty & the Beast," according to Burger King marketing materials obtained by *Advertising Age*.

McDonald's, which recently ended a children's meal promotion tied to Disney's "101 Dalmatians," has been Disney's primary fast-food partner for the past few years.

But reports circulated earlier this year that McDonald's relationship with Disney was strained by disappointing results from promotions with the studio's "Dick Tracy" and "The Rescuers Down Under." That spurred speculation Disney would shift to Burger King as its partner for "Beauty & the Beast" (AA, Feb. 11).

"It's not good [for McDonald's]. Some kids are going to be going to Burger King."

McDonald's, which traditionally mounted a major promotion quarterly, has soured on blockbusters. It hasn't run a major, national promotion yet this year, having watched last summer's "Tracy" game and the fall's "McMillions" game with NBC-TV produce what analysts say were lower than expected returns.

Instead, McDonald's has concentrated its marketing efforts on price reductions for hamburgers, cheeseburgers and selected other menu items, and the addition of new items such as the low-fat McLean Deluxe.

The Disney deal "is probably more important as a gain for Burger King than as a loss for McDonald's, although Disney has been a mainstay of McDonald's marketing," said Michael Mueller, restaurant analyst with Montgomery Securities.

"McDonald's has done the best job at marketing to kids,

(Continued on Page 32)

LAST MINUTE NEWS

Five agencies cut staff

NEW YORK—A flood of pink slips hit Madison Avenue last week. Hardest hit was N W Ayer, where 50 to 60 of the office's 850 staffers were let go. The layoffs, mainly among support services staff, were the result of lower overall spending, not account losses, the agency said. Also taking hits were Ogilvy & Mather, trimming 17 of 722 staffers here, and Lord, Dentsu & Partners, which let 18 of its 130 staffers here go, partly due to Peugeot's decision to leave the U.S. market *(see related story on Page 36)*. Elsewhere, Rosenfeld, Sirowitz, Humphrey & Strauss laid off 15 of its 24 staffers in Phoenix, Ariz., because of America West's Chapter 11 filing and subsequent budget cuts. In San Francisco, Grey Advertising laid off 15 of 55 staffers following the loss of the $35 million Bank of America business; the agency also said Managing Director Hank McWhinney, 48, resigned and will leave before yearend. He will be replaced by Warren Peterson, 54, exec VP-creative director.

Olde English turns off the 'power'

MILL VALLEY, Calif.—S&P's Pabst Brewing will phase out the slogan "It's the power" in Olde English "800" malt liquor ads. Pabst joins other brewers dropping the word "power" following the U.S. Bureau of Alcohol, Tobacco & Firearms' complaints about G. Heileman Brewing's Colt 45 PowerMaster. Asher/Gould, Los Angeles, handles.

Gap breaks off with Atlas Citron

SAN FRANCISCO—The Gap has severed ties with Atlas Citron Haligman & Bedecarre, creator of a TV campaign the retailer launched in June, and has taken advertising

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INSIDE

Special Report: 'Endangered as mass medium,' newspapers fight back with assortment of tools. **After Page 24**

Ranking the top 100 media companies in the U.S. Page 20

NEWS SUMMARY

■ **Procter & Gamble** is entering the toothbrush category for the first time with Crest Complete. It also plans to roll out Pampers Phases and Luvs Phases diapers. **1**

■ **Burger King Corp.** has signed a promotional deal with Walt Disney Co. to start in November with a holiday effort tied to the release of "Beauty & the Beast." **1**

■ **Turner Broadcasting System** plans to distribute product samples, coupons and other offers from marketers to viewers through its "Turner Sample Pack." **1**

■ **ConAgra** will reportedly introduce an extra-lean ground beef into supermarkets under the Healthy Choice name. **3**

■ **Olympics** sponsors have been slow to combine their sponsorship with ad buys on CBS coverage of the Games. **3**

■ **Hachette Magazines** hired Paul DuCharme from Grey Advertising and Gerald Wroe, a consultant, to develop corporate ad sales and alliances with other media companies. **3**

■ **Roger Ailes'** role in the expected 1992 re-election campaign for President Bush is unclear, though he spearheaded the president's 1988 ad campaign. **3**

■ **Anheuser-Busch** assigned advertising for its troubled Michelob brand to D'Arcy Masius Benton & Bowles. **4**

■ **California State Lottery** is suffering from a sales slump, and expectations are that a replacement for Dailey & Associates will be sought for the $34 million ad account. **4**

■ **ABC-TV** may experience big changes in its executive ranks, with two top people expected to leave soon. **4**

■ **Fiat Group** may consolidate its European Fiat auto account at Leo Burnett Co. and D'Arcy Masius Benton & Bowles. **8**

■ **National Advertising Division** said Gateway Educational Products will revise ads for its "Hooked on Phonics" program following a review by the self-regulatory body. **9**

■ **Vietnam** is being targeted by a growing number of international marketers of goods and services. **12**

■ **Woody Allen** makes his debut as a TV commercials writer and director on behalf of Italy's Coop Italia grocery chain. **12**

■ **Brazilian marketers,** anticipating the government's release of frozen consumer bank accounts this month, have launched a number of new ad campaigns. **12**

■ **Pennsylvania** Legislature passed a 6% sales tax on all magazine newsstand and subscription sales. The Magazine Publishers of America plans a legal challenge. **28**

■ **'Dallas Times Herald'** is offering classified ad users voice mailbox services through GTE Directories Corp. **28**

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■ **Gerber Products Co.** starts a new TV campaign this month and plans a Gerber Tropical line of foods and juices. . **31**

■ **Retailers** are more aggressive in promoting back-to-school sales this season in hopes of reviving sales. **32**

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Disney 'Discover'?

Family Media shutters; negotiations continue

By Scott Donaton

NEW YORK—Walt Disney Co. continued negotiations to buy *Discover* last week following the collapse of Family Media, but interest in the group's remaining titles appeared to center on their subscription lists.

The months-long talks between Disney Publishing and Family Media are expected to culminate in a sale as early as this week, a source close to the negotiations said. John Skipper, Disney's Burbank, Calif.-based VP-publishing, flew to New York Aug. 1 to participate in the discussions.

If Disney acquires *Discover*, the company plans to continue publishing the monthly science magazine, believed to be the only profitable title in the Family Media stable.

Debt-laden Family Media closed down operations and dismissed its 209 employees last week after intense, last-ditch attempts to sell its six magazines failed to turn up any buyers (AA, Aug. 5).

But Family Media Chairman Robert Riordan was still trying to sell any or all of the titles last week to help pay down a debt of $60 million to $70 million.

Competing publishers sifted through the wreckage of the failed publishing company last week to determine whether its magazines were salvageable.

Executives at Hachette Magazines, Hearst Corp. and K-III Magazine Corp. indicated those companies had already passed on the Family Media titles.

Charles G. McCurdy, president of K-III Holdings, wouldn't comment directly on the company's interest in the Family Media magazines but indicated a deal was unlikely.

"We want to buy publications that are basically leaders in their niches for both readers and advertisers, and not risk trying to turn around things that are difficult, which is basically a different approach than Bob Riordan had," Mr. McCurdy said.

The Family Media titles would most likely be sold on a circulation liability basis, sources say. In other words, buyers would send Family Media subscribers copies of their own magazines in the hope of converting the subscriptions to their own lists after expiration.

A Time Warner executive said that company is negotiating to acquire the subscription list for Family Media's *Health* and would use it to boost the circulation of its *In Health*.

Times Mirror Magazines passed on the Family Media magazines before the company closed but might take a second look at the list for *Golf Illustrated*, which competed directly with its *Golf Magazine*, an executive there said.

The most salable titles in the Family Media stable, publishing executives say, are *Discover, Golf Illustrated* and *Health*.

Family Media also published *1,001 Home Ideas, HomeOwner* and *World Tennis*, which was to

(Continued on Page 33)

AmEx rethinks strategy

By Gary Levin

American Express Co. is preparing to revamp agency assignments for its Travel Related Services division, and that's likely to lead to a loss of business for Ogilvy & Mather.

O&M is AmEx's lead worldwide agency and now handles the $60 million green card as well as smaller pieces of the travel division.

The card this year is getting about $60 million in ad support, down 24% from 1990, according to *Advertising Age* estimates. The smaller travel division accounts handled by O&M spent at least $30 million in 1990.

AmEx, facing slow growth and diminished market share, is expected to eliminate separate campaigns for most of its major cards and adopt a multicard "umbrella" campaign.

O&M, Chiat/Day/Mojo and Wunderman Worldwide, all New York, are competing for that campaign; their commercials are slated to be tested when they are completed.

Chiat now handles the Gold Card, while Wunderman has the Optima and Corporate cards. Gold Card spent $7 million on measured media in 1990, while Optima and Corporate combined for about $6.7 million in support; however, overall spending by AmEx is down this year.

If O&M wins, the agency is expected to lose some of the other business it now handles, such as the traveler's checks, travel agencies and establishment services business. Those accounts would likely go to the losing agencies to compensate for the loss of specific card accounts.

The traveler's checks account spent $19.3 million on measured media in 1990, LNA/Arbitron Multi-Media Service estimated, while the travel agencies business spent $10 million. The size of the establishment services business couldn't be determined.

"The odds are extremely high there will be a realignment of assignments," one source familiar with the review said.

Even if O&M doesn't win the umbrella campaign, it could keep the company's international

(Continued on Page 33)

AGs target Revlon, Gillette

By Jennifer Lawrence

Revlon and Gillette Co. are the latest targets of a multistate attorneys general task force investigating environmental marketing claims. That task force is now looking at aerosol products.

Stephen Gardner, a Texas assistant attorney general, last week asked Revlon to provide substantiation for the terms "environmentally safe formula" on the label of its Flex High Gloss hair spray and "environmentally safe—contains no fluorocarbons" on its Almay Protein Conditioning hair spray.

Mr. Gardner sent a similar letter to Gillette for any product using the term "ozone friendly, no CFCs" or any other environmental benefit claim.

Both letters requested copies of all broadcast and print ads since January 1987 that make reference to environmental benefits. The companies were told to supply the information no later than Aug. 20.

Gillette last October decided to phase out the use of the term "ozone friendly," said Michelle Szynal, a company spokeswoman.

"We've replaced that with the wording 'contains no CFCs,' and by the end of 1991, 75% of all aerosol products will use that," Ms. Szynal said.

Gillette uses New York agencies BBDO Worldwide and N W Ayer for its aerosol products.

"We are still reading the correspondence," said Dan Moriarty, Revlon senior VP-public relations.

Tarlow Advertising is Revlon's agency.

The other states involved in the investigation are likely to include the additional nine state attorneys general who've been involved in other green probes. The states active on this front, besides Texas, are California, Florida, Massachusetts, Minnesota, Missouri, New York, Tennessee, Washington and Wisconsin.

Just last week, a $50,000 settlement was reached with Alberto-Culver Co., the first cosmetics company to be publicly targeted for aerosol claims by the multistate green task force.

The task force said Alberto-Culver had falsely claimed its hair sprays were "environmentally safe," "ozone friendly" and "will not harm the ozone." The attorneys general contended the hair sprays contain propellants, such as propane and isobutane, that are volatile organic compounds contributing to ground-level ozone. Two of the products, they said, contain a chemical that's known to cause depletion of the upper-atmosphere ozone layer.

Alberto-Culver admitted no wrongdoing in the settlement. Its agencies are BBDO and Lois/GGK, both Chicago. □

Kate Fitzgerald and Pat Sloan contributed to this story.

100 LEADING MEDIA COMPANIES

Cable continues as bright spot; newspapers go limp

R. Craig Endicott

Time Warner couldn't get over the hump in 1990.

After dramatically narrowing Capital Cities/ABC's lead in the race to become the nation's largest media company last year, Time Warner saw the margin widen a bit in what is proving to be the toughest ad market in years.

Cap Cities/ABC expanded its lead to $210.6 million from $192 million a year ago while charting $5.18 billion in total media net revenues to Time Warner's $4.97 billion, according to *Advertising Age's* 11th annual report on the 100 Leading Media Companies.

Net revenue growth at Cap Cities/ABC of 8.6% and Time Warner, 8.5%, were typical of the Top 100. Unlike in past years, few achieved double-digit growth. And those that did generally had large contributions from cable.

Media revenues among the Top 100 advanced 6% to $75 billion in 1990, compared with 8% in 1989, when they reached $70.7 billion.

Newspaper revenues, accounting for one-third of the Top 100's total revenues, dipped disastrously by 0.1% from 1989.

Conversely, cable continued to surge. Cable revenues jumped 18.1% to $15.6 billion, placing cable within striking distance of broadcast TV's $16.2 billion as the second leading revenue generator among the Top 100.

Time Warner, which draws 60.7% of its revenues from cable, certainly has the arsenal to pass Cap Cities in the future if cable continues its unparalleled gains.

Average cable revenue growth for the 34 companies with cable properties was 16.7%. Unlike other media categories, no company's cable revenues declined.

The bottom line is another matter. Few cable companies operate in the black because of heavy expenses related to acquisitions that fueled their growth in the '80s. It is either change or bust in the '90s as debt-service becomes more of an industry burden.

Among the top five companies with cable properties, only Turner Broadcasting showed a decline in operating income, down 12.6%.

The Big 3 networks accounted for just over half the $16.2 billion in TV revenues generated by 43 of the Top 100. The Big 3's combined growth of 3% kept TV's overall growth at 4.2%, an improvement on 1989's 1.8% increase.

For the second consecutive year, media sales declined at General Electric. Revenues at its NBC TV network and owned-and-operated stations fell 5.6%, compared with a 6.8% decline in 1989. Each network suffered a decline in operating profit.

Two broadcast-based companies entered the Top 100 for the first time. Pinelands Inc., No. 85, operates WWOR-TV, the superstation in Secaucus, N.J. It was part of MCA Inc. until MCA was purchased last year by Matsushita Electric Co.

Paramount Communications, No. 52, pulled $145 million in TV revenues from its TVX Broadcasting, a former 100 Leading Media company, and an estimated $211.8 million from Madison Square Garden and USA networks. *Ad Age* credited Paramount with only 50% of the revenues of USA Network, equal to its ownership equity.

Like TV, radio was dominated by three companies: CBS Inc., Cap Cities/ABC and Westinghouse Electric Corp. As a whole, radio revenues grew 20.2% to $1.2 billion among 22 companies, but the top three accounted for just over half those revenues. The remaining 19 companies experienced an aggregate increase of only 6.4%.

Newspaper operations from 47 of the Top 100 companies attracted $24.6 billion in 1990 revenues, down 0.1%. Six of the top 10 newspaper companies recorded revenue declines ranging from 1.2% to 2.9% and two showed less than 0.5% growth.

Operating income results were even more depressing.

For example, among the five largest public newspaper companies, operating income went south at Gannett Co. by 8.1%, Times Mirror Corp., 45%, Knight-Ridder, 6.9%, New York Times Co., 23.3%, and Tribune Co., 44.8%, when including the *New York Daily News*.

The buyer of the *Daily News*, No. 55 Maxwell Communications, was the only new newspaper-driven company to enter the Top 100.

Forty Top 100 companies generated magazine revenues of $13.2 billion, up 6.3%, with most of the growth coming in the first half. By yearend, consumer magazine advertising as monitored by Publisher's Information Bureau logged only a 2.2% gain. Ad revenues have retreated further in the first half of recession-plagued 1991, off 5.4% from the prior-year period.

New to the chart is K-III Holdings, No. 51, with most of its revenues stemming from this June's acquisition of eight consumer magazines from News Corp. Revenues estimated at $225 million from those magazines were excluded from News Corp.'s media total.

Also entering the Top 100 for the first time was American Express Co., No. 84.

Methodology notes

Rankings in this report are based on net revenue estimates for U.S.-based media properties. AA worked closely with the media companies to arrive at the figures. Assisting with estimates were Paul Kagan & Associates and Duncan's Radio Market Guide.

The term "media" in this report includes the traditional media as well as free standing inserts, in-store, news services, shared mail and ad-driven pamphlets. Not included are contract printing, book publishing, book and record clubs, movie production and most data-base operations loosely termed information services. □

Top media companies by category

Rank 1990	Rank 1989	Company	Revenue by media category 1990	Revenue by media category 1989	% chg	Category as % of total media 1990	Category as % of total media 1989	Total media 1990
Newspaper companies								
1	1	Gannett Co.	$2,775.2	$2,852.0	(2.7)	80.6	81.1	$3,441.6
2	2	Times Mirror Co.	2,066.0	2,065.9	0.0	72.4	73.6	2,855.2
3	3	Knight-Ridder	1,992.1	1,994.9	(0.1)	94.6	95.1	2,106.1
4	4	Advance Publications	1,797.0	1,745.0	3.0	59.1	60.6	3,039.6
5	5	New York Times Co.	1,358.3	1,398.5	(2.9)	76.4	79.1	1,776.8
6	6	Tribune Co. [1]	1,196.7	1,208.7	(1.0)	70.3	72.1	1,703.0
7	7	Dow Jones & Co.	983.7	991.7	(0.8)	100.0	100.0	983.7
8	8	E.W. Scripps Co.	784.6	781.2	0.4	64.3	66.1	1,220.0
9	9	Cox Enterprises	744.8	754.0	(1.2)	43.5	45.3	1,710.9
10	11	Hearst Corp.	715.0	700.0	2.1	33.4	33.8	2,137.6
Magazine companies								
1	1	Time Warner	1,947.8	1,855.0	5.0	39.2	40.5	4,964.8
2	2	Hearst Corp.	1,022.0	992.5	3.0	47.8	47.9	2,137.6
3	3	Advance Publications	845.0	841.9	0.4	27.8	29.2	3,039.6
4	4	Thomson Corp.	750.0	733.1	2.3	53.4	55.2	1,404.0
5	NA	News Corp. [2]	707.3	NA	NA	31.7	NA	2,234.4
6	5	Reader's Digest Association	681.4	636.7	7.0	100.0	100.0	681.4
7	6	Reed Publishing USA	624.0	580.0	7.6	77.6	79.5	804.0
8	8	International Data Group	528.0	420.0	25.7	100.0	100.0	528.0
9	7	McGraw-Hill	485.0	460.0	5.4	82.3	82.5	589.0
10	9	Meredith Corp.	432.0	417.1	3.6	79.4	78.5	543.8
TV companies								
1	2	Capital Cities/ABC	3,609.8	3,370.5	7.1	69.7	70.7	5,175.4
2	1	General Electric Co.	3,202.9	3,392.0	(5.6)	99.0	100.0	3,236.0
3	3	CBS Inc.	3,011.1	2,778.7	8.4	92.3	93.9	3,261.2
4	4	News Corp.	834.8	700.0	19.3	37.4	NA	2,234.4
5	5	Westinghouse Electric Corp.	534.0	530.0	0.8	72.8	82.0	734.0
6	6	Tribune Co.	458.9	419.4	9.4	26.9	25.0	1,703.0
7	7	Gillett Holdings	389.4	373.5	4.3	99.8	99.9	390.0
8	9	Cox Enterprises	320.4	310.9	3.1	18.7	18.7	1,710.9
9	8	Gannett Co.	309.4	319.0	(3.0)	9.0	9.1	3,441.6
10	10	Chris-Craft Industries	278.1	246.7	12.7	100.0	100.0	278.1
Radio companies								
1	2	CBS Inc.	250.2	181.2	38.1	7.7	6.1	3,261.2
2	1	Capital Cities/ABC	232.2	214.4	8.3	4.5	4.5	5,175.4
3	3	Westinghouse Electric Corp.	200.0	116.0	72.4	27.2	18.0	734.0
4	4	Cox Enterprises	98.7	89.6	10.2	5.8	5.4	1,710.9
5	5	Gannett Co.	87.3	89.3	(2.2)	2.5	2.5	3,441.6
6	7	Viacom International	75.2	56.2	33.8	5.6	4.7	1,337.5
7	6	Great American Communications Co.	71.4	68.1	4.8	34.9	34.4	204.6
8	8	Tribune Co.	47.4	48.7	(2.7)	2.8	2.9	1,703.0
9	9	Hearst Corp.	29.6	25.5	16.1	1.4	1.2	2,137.6
10	10	Park Communications	23.0	22.2	3.6	15.4	14.6	149.3
Cable companies								
1	1	Time Warner	3,017.0	2,720.0	10.9	60.8	59.5	4,964.8
2	2	TCI	2,942.0	2,362.0	24.6	100.0	100.0	2,942.0
3	3	Viacom International	1,173.5	1,052.6	11.5	87.7	87.8	1,337.5
4	5	Turner Broadcasting System	1,069.1	736.8	45.1	100.0	100.0	1,069.1
5	4	Continental Cablevision	938.0	780.0	20.3	100.0	100.0	938.0
6	8	Comcast Corp.	591.8	502.6	17.7	100.0	100.0	591.8
7	9	Cablevision Systems Corp.	563.0	492.7	14.3	100.0	100.0	563.0
8	6	SCI Holdings	553.1	516.0	7.2	100.0	100.0	553.1
9	7	Cox Enterprises	547.0	509.5	7.4	32.0	30.6	1,710.9
10	11	Capital Cities/ABC	442.0	315.1	40.3	8.5	6.6	5,175.4

Notes: Dollars are in millions. All figures are AA estimates. 1989 rankings adjusted to reflect figures shown. 1. Tribune's figures exclude *N.Y. Daily News* '90 and '89 revenues which now represent 100% of media at Maxwell Communications. 2. News Corp.'s 1990 figures exclude $225 million in revenues from consumer magazines and an estimated $70 million in revenues from *Daily Racing Form*, which were sold this June to K-III Holdings.

Compiled by: Kathy Welyki, Ilse Carmak, Laurie McLaughlin. **AA Chart:** Kathy Welyki.

100 leading media companies by revenue

Rank 1990	Rank 1989	Company, U.S. headquarters	Total media revenue 1990	Total media revenue 1989	% chg	Newspaper revenue 1990	Newspaper revenue 1989	Magazine revenue 1990	Magazine revenue 1989	Broadcast* revenue 1990	Broadcast* revenue 1989	Cable TV revenue 1990	Cable TV revenue 1989	Other media revenue 1990	Other media revenue 1989
1	1	**Capital Cities/ABC**, New York	$5,175.4	$4,767.0	8.6	$524.2	$490.9	$367.2	$376.1	$3,842.0	$3,564.9	$442.0	$315.1	—	—
2	2	**Time Warner**, New York	4,964.8	4,575.0	8.5	—	—	1,947.8	1,855.0	—	—	3,017.0	2,720.0	—	—
3	3	**Gannett Co.**, Arlington, Va.	3,441.6	3,518.2	(2.2)	2,775.2	2,852.0	—	—	396.7	466.3	—	—	$271.4	$257.9
4	5	**CBS Inc.**, New York	3,261.2	2,959.9	10.2	—	—	—	—	3,261.2	2,959.9	—	—	—	—
5	4	**General Electric Co.**, Fairfield, Conn.	3,236.0	3,392.0	(4.6)	—	—	—	—	3,202.0	3,392.0	33.1	NA	—	—
6	6	**Advance Publications**, Newark, N.J.	3,039.6	2,881.7	5.5	1,797.0	1,745.0	845.0	841.9	—	—	397.6	294.8	—	—
7	8	**TCI**, Denver	2,942.0	2,362.0	24.6	—	—	—	—	—	—	2,942.0	2,362.0	—	—
8	7	**Times Mirror Co.**, Los Angeles	2,855.2	2,807.1	1.7	2,066.0	2,065.9	313.4	305.9	104.5	102.8	371.3	332.5	—	—
9	NA	**News Corp.**, New York [2]	2,234.4	NA	NA	174.4	NA	707.3	NA	834.8	700.0	—	—	517.9	506.0
10	10	**Hearst Corp.**, New York	2,137.6	2,074.0	3.1	715.0	700.0	1,022.0	992.5	289.6	270.5	—	—	111.0	111.0
11	9	**Knight-Ridder**, Miami	2,106.1	2,096.7	0.4	1,992.1	1,994.9	—	—	—	—	114.0	101.8	—	—
12	11	**New York Times Co.**, New York	1,776.8	1,768.9	0.4	1,358.3	1,398.5	340.0	295.6	69.0	65.8	—	—	9.5	9.0
13	13	**Cox Enterprises**, Atlanta	1,710.9	1,664.0	2.8	744.8	754.0	—	—	419.1	400.5	547.0	509.5	—	—
14	12	**Tribune Co.**, Chicago	1,703.0	1,676.8	1.6	1,196.7	1,208.7	—	—	506.3	468.1	—	—	—	—
15	15	**Thomson Corp.**, New York	1,404.0	1,327.6	5.8	654.0	594.5	750.0	733.1	—	—	—	—	—	—
16	14	**Washington Post Co.**, Washington	1,356.1	1,372.9	(1.2)	691.0	726.7	340.2	334.4	179.4	182.5	145.5	129.3	—	—
17	16	**Viacom International**, New York	1,337.5	1,198.7	11.6	—	—	—	—	164.0	146.1	1,173.5	1,052.6	—	—
18	17	**E.W. Scripps Co.**, Cincinnati	1,220.0	1,181.1	3.3	784.6	781.2	—	—	235.9	222.6	199.4	177.3	—	—
19	20	**Turner Broadcasting System**, Atlanta	1,069.1	736.8	45.1	—	—	—	—	—	—	1,069.1	736.8	—	—
20	18	**Dow Jones & Co.**, New York	983.7	991.7	(0.8)	983.7	991.7	—	—	—	—	—	—	—	—
21	19	**Continental Cablevision**, Boston	938.0	780.0	20.3	—	—	—	—	—	—	938.0	780.0	—	—
22	21	**Reed Publishing USA**, Newton, Mass.	804.0	730.0	10.1	—	—	624.0	580.0	—	—	—	—	180.0	150.0
23	22	**Westinghouse Electric Corp.**, Pittsburgh	734.0	646.0	13.6	—	—	—	—	734.0	646.0	—	—	—	—
24	23	**Reader's Digest Association**, Pleasantville, N.Y.	681.4	636.7	7.0	—	—	681.4	636.7	—	—	—	—	—	—
25	24	**Advo-Systems**, Windsor, Conn.	655.0	617.7	6.0	—	—	—	—	—	—	—	—	655.0	617.7
26	25	**MediaNews Group**, Dallas	600.0	594.2	1.0	600.0	594.2	—	—	—	—	—	—	—	—
27	31	**Comcast Corp.**, Bala-Cynwyd, Pa.	591.8	502.6	17.7	—	—	—	—	—	—	591.8	502.6	—	—
28	26	**McGraw-Hill**, New York	589.0	557.3	5.7	—	—	485.0	460.0	104.0	97.3	—	—	—	—
29	28	**Valassis Inserts**, Livonia, Mich.	574.0	524.0	9.5	—	—	—	—	—	—	—	—	574.0	524.0
30	32	**Cablevision Systems Corp.**, Woodbury, N.Y.	563.0	492.7	14.3	—	—	—	—	—	—	563.0	492.7	—	—
31	30	**SCI Holdings**, Miami	553.1	516.0	7.2	—	—	—	—	—	—	553.1	516.0	—	—
32	27	**Meredith Corp.**, Des Moines, Iowa	543.8	531.4	2.3	—	—	432.0	417.1	111.8	114.3	—	—	—	—
33	38	**International Data Group**, Framingham, Mass.	528.0	420.0	25.7	—	—	528.0	420.0	—	—	—	—	—	—
34	29	**Affiliated Publications**, Boston	510.2	517.7	(1.4)	416.0	438.2	94.3	79.5	—	—	—	—	—	—
35	34	**Freedom Newspapers**, Irvine, Calif.	485.0	449.7	7.8	400.0	367.0	—	—	85.0	82.7	—	—	—	—
36	33	**Media General**, Richmond, Va.	467.8	452.5	3.4	302.8	300.5	13.3	13.5	55.7	55.1	95.9	83.3	—	—
37	37	**Chronicle Publishing Co.**, San Francisco	440.0	421.0	4.5	248.0	247.0	—	—	108.0	99.0	84.0	75.0	—	—
38	39	**A.H. Belo Corp.**, Dallas	439.7	418.4	5.1	247.1	239.2	—	—	192.6	179.2	—	—	—	—
39	35	**Central Newspapers**, Indianapolis	431.7	436.2	(1.0)	431.7	436.2	—	—	—	—	—	—	—	—
40	41	**Landmark Communications**, Norfolk, Va.	425.0	414.0	2.7	372.5	366.2	—	—	15.9	16.3	36.6	31.5	—	—
41	48	**Reuters Holdings PLC**, New York	419.0	382.9	9.4	—	—	—	—	—	—	—	—	419.0	382.9
42	43	**Oklahoma Publishing Co.**, Oklahoma City	416.5	399.6	4.2	127.0	127.0	—	—	160.0	159.6	129.5	113.0	—	—
43	40	**Harte-Hanks Communications**, San Antonio, Texas	411.1	414.8	(0.9)	307.7	318.5	—	—	23.0	20.9	—	—	80.4	75.4
44	50	**McClatchy Newspapers**, Sacramento, Calif.	405.9	365.6	11.0	405.9	365.6	—	—	—	—	—	—	—	—
45	44	**Copley Newspapers**, La Jolla, Calif.	405.2	399.2	1.5	405.2	399.2	—	—	—	—	—	—	—	—
46	45	**Morris Communications**, Augusta, Ga.	402.8	395.3	1.9	273.0	265.5	—	—	—	—	—	—	129.8	129.8
47	42	**Pulitzer Publishing Co.**, St. Louis	402.8	402.2	0.1	287.3	296.8	—	—	115.5	105.4	—	—	—	—
48	47	**Multimedia Inc.**, Greenville, S.C.	390.7	384.7	1.5	135.4	137.9	—	—	134.8	136.9	120.5	109.9	—	—
49	49	**Gillett Holdings**, Denver	390.0	374.0	4.3	—	—	—	—	390.0	374.0	—	—	—	—
50	46	**Hachette Publications**, New York	387.0	395.0	(2.0)	—	—	387.0	395.0	—	—	—	—	—	—
51	NA	**K-III Holdings**, New York [3]	361.9	NA	NA	70.0	NA	291.9	230.5	—	—	—	—	—	—
52	54	**Paramount Communications**, New York	356.8	300.5	18.7	—	—	—	—	145.0	130.5	211.8	170.0	—	—
53	52	**Donrey Media Group**, Fort Smith, Ark.	323.6	312.2	3.6	245.0	236.8	—	—	10.3	9.7	14.0	11.4	54.3	54.3
54	51	**Journal Register Company**, Trenton, N.J.	323.0	320.0	0.9	323.0	320.0	—	—	—	—	—	—	—	—
55	36	**Maxwell Communications**, New York [1]	321.8	422.0	(23.7)	321.8	422.0	—	—	—	—	—	—	—	—
56	55	**Providence Journal Co.**, Providence, R.I.	320.3	296.5	8.0	131.0	133.0	—	—	45.0	42.0	143.3	121.5	—	—
57	56	**Associated Press**, New York	311.9	287.6	8.4	—	—	—	—	—	—	—	—	311.9	287.6
58	53	**Cowles Media Co.**, Minneapolis	307.6	308.5	(0.3)	251.2	259.0	56.4	49.5	—	—	—	—	—	—
59	58	**Cablevision Industries Corp.**, Liberty, N.Y.	299.4	258.8	15.7	—	—	—	—	—	—	299.4	258.8	—	—
60	64	**Ziff Communications**, New York	290.0	240.0	20.8	—	—	290.0	240.0	—	—	—	—	—	—
61	57	**Journal Communications**, Milwaukee	289.0	282.5	2.3	232.5	228.4	—	—	56.5	54.1	—	—	—	—
62	59	**National Geographic Society**, Washington	279.6	255.5	9.4	—	—	279.6	255.5	—	—	—	—	—	—
63	63	**Chris-Craft Industries**, New York	278.1	246.7	12.7	—	—	—	—	278.1	246.7	—	—	—	—
64	65	**Sammons Communications**, Dallas	268.5	239.0	12.3	—	—	—	—	—	—	268.5	239.0	—	—
65	61	**Lee Enterprises**, Davenport, Iowa	267.8	250.0	7.1	196.5	180.2	—	—	71.3	69.8	—	—	—	—
66	60	**3M**, St. Paul, Minn.	265.0	250.0	6.0	—	—	—	—	—	—	—	—	265.0	250.0
67	66	**Adelphia Communications Corp.**, Coudersport, Pa.	250.2	229.6	9.0	—	—	—	—	—	—	250.2	229.6	—	—
68	62	**Chicago Sun-Times Co.**, Chicago	244.0	249.5	(2.2)	244.0	249.5	—	—	—	—	—	—	—	—
69	70	**Maclean Hunter**, Chicago	243.1	210.7	15.4	—	—	83.6	79.4	—	—	159.5	131.3	—	—
70	90	**Enquirer/Star Group**, New York	235.8	153.0	54.1	—	—	235.8	153.0	—	—	—	—	—	—
71	75	**TeleCable Corp.**, Norfolk, Va.	231.0	204.0	13.2	—	—	—	—	—	—	231.0	204.0	—	—
72	67	**Blade Communications**, Toledo, Ohio	226.0	225.0	0.4	172.0	173.0	—	—	18.0	17.0	36.0	35.0	—	—
73	69	**Forbes Inc.**, New York	225.7	213.1	5.9	6.7	6.6	219.0	206.5	—	—	—	—	—	—
74	68	**Petersen Publishing Co.**, Los Angeles	224.3	214.8	4.4	—	—	224.3	214.8	—	—	—	—	—	—
75	76	**Century Communications Corp.**, New Canaan, Conn.	219.4	188.2	16.6	—	—	—	—	—	—	219.4	188.2	—	—
76	71	**Times Publishing Co.**, St. Petersburg, Fla.	213.0	209.0	1.9	183.0	181.0	30.0	28.0	—	—	—	—	—	—
77	76	**Seattle Times Co.**, Seattle	210.0	200.0	5.0	210.0	200.0	—	—	—	—	—	—	—	—
78	72	**Dispatch Printing Co.**, Columbus, Ohio	205.4	205.4	0.0	140.0	140.0	2.1	2.1	63.3	63.3	—	—	—	—
79	77	**Great American Communications Co.**, Cincinnati	204.6	197.7	3.5	—	—	—	—	204.6	197.7	—	—	—	—
80	82	**Heritage Media Corp.**, Dallas	203.9	165.0	23.5	—	—	—	—	51.0	48.9	—	—	152.9	116.1
81	73	**Edgell Communications**, Cleveland	202.0	205.0	(1.5)	—	—	202.0	205.0	—	—	—	—	—	—
82	74	**Family Media**, New York	200.1	204.2	(2.0)	—	—	200.1	204.2	—	—	—	—	—	—
83	92	**Houston Industries**, Houston	199.9	150.4	32.9	—	—	—	—	—	—	199.9	150.4	—	—
84	NA	**American Express Co.**, New York	190.0	NA	NA	—	—	190.0	NA	—	—	—	—	—	—
85	88	**Pinelands Inc.**, Secaucus, N.J.	181.1	157.6	14.9	—	—	—	—	181.1	157.6	—	—	—	—
86	79	**Patrick Media Group**, Scranton, Pa.	178.5	182.0	(1.9)	—	—	—	—	—	—	—	—	178.5	182.0
87	94	**Univision Holdings**, New York	175.1	145.9	20.0	—	—	2.0	0.7	165.8	141.0	—	—	7.4	4.3
88	89	**CMP Publications**, Manhasset, N.Y.	175.0	157.5	11.1	145.0	133.4	30.0	24.1	—	—	—	—	—	—
89	80	**U.S. News & World Report**, Washington	170.2	170.2	0.0	—	—	170.2	170.2	—	—	—	—	—	—
90	81	**Times Journal Co.**, Springfield, Va.	169.0	166.5	1.5	169.0	166.5	—	—	—	—	—	—	—	—
91	87	**Howard Publications**, Oceanside, Calif.	163.0	160.0	1.9	163.0	160.0	—	—	—	—	—	—	—	—
92	86	**General Media International**, New York	162.0	160.0	1.3	—	—	162.0	160.0	—	—	—	—	—	—
93	85	**LIN Broadcasting**, New York	157.8	162.4	(2.8)	—	—	23.4	23.4	134.5	139.0	—	—	—	—
94	93	**Playboy Enterprises**, Chicago	155.6	148.0	5.1	—	—	127.5	126.1	—	—	28.1	21.9	—	—
95	84	**Macromedia**, Hackensack, N.J.	154.8	163.3	(5.2)	127.3	135.8	—	—	27.5	27.5	—	—	—	—
96	96	**Pittway Corp.**, Northbrook, Ill.	153.4	144.5	6.2	—	—	153.4	144.5	—	—	—	—	—	—
97	83	**Whittle Communications**, Knoxville, Tenn.	153.3	165.0	(7.1)	—	—	65.1	NA	—	—	11.0	NA	77.2	NA
98	97	**Straight Arrow**, New York	152.0	135.9	11.8	—	—	152.0	135.9	—	—	—	—	—	—
99	95	**Crain Communications**, Chicago	150.1	145.1	3.4	—	—	149.6	144.7	0.5	0.4	—	—	—	—
100	91	**Park Communications**, Ithaca, N.Y.	149.3	152.5	(2.1)	87.8	89.9	—	—	61.5	62.6	—	—	—	—

Notes: Dollars are in millions. All figures are net revenues and AA estimates. 1989 rankings adjusted to reflect figures shown. *Broadcast revenues include TV and radio. See Page 20 for methodology and chart footnotes 1 & 2.

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